

Close out Report

of the New University Project Management Team on the

Development of New Universities in
Mpumalanga and the Northern Cape

01 NOVEMBER 2011 - 31 JULY 2017



1. Introduction and Overview

This report provides an overview of the establishment and first phase development of the first two new universities in post-Apartheid South Africa, namely the University of Mpumalanga (UMP) and the Sol Plaatje University (SPU).

In November 2011, the Department of Higher Education and Training (DHET) appointed the University of the Witwatersrand to establish the New Universities Project Management Team (NUPMT) to assist with the development of two new universities in the Northern Cape and Mpumalanga. By February 2014 both universities commenced their first academic year and by February 2016 the project had delivered 16 new buildings within budget, as well as a range of renovated buildings, all providing academic and residence space for the 2016 enrolment of 1255 students at UMP and 700 students at SPU. Both universities are now completing their fourth academic year and have taken charge of ongoing planning and construction.

These first phase development outcomes are the result of sustained collaboration between the appointed project team and the DHET in an effort focused on the delivery of best value.

1.1. MOA REQUIREMENTS FOR PROJECT MANAGEMENT

The memorandum of agreement (MOA)^[1-1] between the DHET and Wits University established the requirement for Wits to project manage the development of the two new universities. The initial MOA set out the following requirements

“...WITS will collaborate closely with the DHET and identified stakeholders to establish the planning parameters for the new institutions, including the vision, academic architecture, location, costs, phasing and other relevant considerations pertinent to their spatial and physical planning.

WITS, through its Campus Development and Planning unit, shall -

- *constitute the Project Management Team responsible and accountable for delivery of the Implementation Plan;*
- *assemble relevant expertise and commission and manage such capacity as necessary to undertake the Project management, planning and conceptual design of the new institutions in a phased manner as set out in the Phase 1 Implementation Plan and agreed upon from time to time by both Parties;*
- *consult within the Technical Integration Committee established with the DHET to ensure its related planning requirements are accommodated and integrated within the overall Implementation Plan;*
- *record variations to the Phase 1 Implementation Plan (of scope, time and cost) for the endorsement by the DHET at monthly meetings of the Technical Integration Committee, provided these variations are in keeping with the objectives of this Agreement and within the overall Phase 1 Budget and Key Delivery Dates;*

- Obtain prior approval from the DHET to any variation that may extend the overall Phase 1 Budget and/or Key Delivery Dates.”

1.2. THE NEW UNIVERSITIES PROJECT MANAGEMENT TEAM (NUPMT)

From the outset Wits established a core team under the leadership of an appropriately experienced infrastructure client delivery manager reporting to the Wits Director of Campus Planning and Development. Core team members were selected for their expertise, which had been demonstrated in the successful delivery of a large infrastructure programme at Wits between 2008 and 2011. This expertise included project management, procurement and spatial planning. The core team was expanded to include academic, institutional and development expertise, some of whom were identified by the DHET. as indicated in Table 1.1.

Table 1.1: New Universities Project Management Team (NU PMT)

Name	Name
Wits Governance and Oversight: Emmanuel Prinsloo, B.Ing (Civil) (RAU)	Procurement and Delivery Advisor Dr Ron Watermeyer, BSc(Eng) DEng (Wits) PrEng PrCPM PrCM CEng FSAICE FIStructE FICE FSAAE
Client Delivery Manager Spencer Hodgson, MSc Arch (Weimar) PrArch FCIOB	Procurement Advisor Alain Jacquet, BSc.Eng (Civil)(Wits) PrEng PrCM PrCPM CEng FSAICE MICE
Programme and Project Manager Dean Barnes, BSc Hons (Natal) PrCPM Pr Sci Nat	Development and Stakeholder Advisor Mark Burke, B.Proc (Law); BA (Hon); MM (Wits)
Project Administrator Monica Reuben	Institutional Planning Craig Lyall-Watson, Dip O&M, Dip T&D
Spatial Planning Advisor Ludwig Hansen, B.Arch (UP), M.UrbanDesign(KU Leuven) PrArch	Academic Planning Prof Gina Buijs, BA (Hons), MA(Natal), PhD(UCT), HEMC (Wits)
Architectural Services Advisor Christine-Anne Paddon, B.Arch (UCT) PrArch	Engineering Services Advisor Willie Potgieter, BEng (Hons) Pr Eng FSAICE
ICT Services Advisor Martin Grobler	Administrative Support Gill Scott, BSc, HDipEd, MEd (Wits)
Furniture Project Management Nigel Branken, B.Soc.Sc	Management Accountant G M De Kock CA(SA) ACMA, CGMA, RA

1.3. PROJECT CLOSE OUT

While this project has included a significant focus on academic and institutional development, it has been essentially about the delivery of university infrastructure. Like all infrastructure projects it commenced with the development of a business case, has been delivered through a series of project phases, including planning, design, construction and commissioning, and has concluded with the close out of the related contractual arrangements, and where apposite, with their handover to the newly established institutions.

Importantly, no roadmap existed at the start of this project and the Department of Higher Education and Training has requested that the close out report should trace the development of the project through the different phases and should provide a departure point for future projects of this nature. In this report the NU PMT has tried to provide a record of the delivery process, its challenges and outcomes.

REFERENCE DOCUMENT

- 1-1 Memorandum of Agreement between the Department of Higher Education and Training and the University of the Witwatersrand, Johannesburg on the infrastructure planning and delivery proposals for two envisaged universities in the Northern Cape and Mpumalanga.